



Woodlands Fayette LLC  
Category 3 License Renewal  
June 28, 2023



**NEMACOLIN**



# Speaker List

- Trey Matheu – Managing Director, Nemacolin
- John Gibboni – General Manager, Lady Luck Casino
- Mike Hermann – Director of Marketing/F&B, Lady Luck Casino
- Valerie Means – Regulatory Compliance Officer, Lady Luck Casino
- Tony Rodio – Gaming Consultant to Nemacolin Woodlands
- Cheri Bomar – Secretary and Corporate Counsel, Nemacolin
- Lou Frascogna – Senior Counsel, Corporate Compliance – CDI



# Agenda

**Resort Reintroduction & Quick Property Tour**

**Casino Facts**

**Economic Impacts**

**Lady Luck Casino Amenity**

**Diversity**

**Compliance**

**Tourism Impacts**

**Community Service**

**Casino Management Transition**

**Casino Renovation Concepts**





# Resort Facts

- World-class, award-winning resort with 320 guest rooms and championship golf located on nearly 2,000 acres in Southwestern PA
- Hosts 350,000 guests annually from 48 states and 6 countries
- Approx. 1,200 employees
- Annual payroll \$36 million
- Located on over 2,000 acres in Farmington, PA







  
**NEMACOLIN**  
SINCE 1987





# Awards and Accommodations

- Falling Rock – Forbes Five Star/AAA Five Diamond Ratings
- The Chateau – Forbes Four Star/AAA Four Diamond Ratings
- The Grand Lodge – Best Spa and Wellness Transformation – 2023, Build
- Lautrec – Forbes Five Star /AAA Five Diamond Rating
- Aqueous – Forbes Four Star/AAA Four Diamond Rating
- Woodlands Spa – Forbes Four Star Rating
- Travel + Leisure: Top 10 Resorts in the Mid-Atlantic (#2)
- Condé Nast Traveler – Top Destination Spa Resorts in US: Reader's Choice Awards
- Mystic Rock - #10 Best Casino Golf Courses, #1 Best Golf Course You Can Play, PA – Golfweek
- Shepherd's Rock - #27 Best Casino Golf Courses – Golfweek
- Nemacolin – “Best Golf Resorts in Mid-Atlantic” – Golf Digest
- Nemacolin – “Best Golf Schools & Academies” – Golf Digest
- Nemacolin – “Greens of Distinction” – Corporate & Incentive Travel
- The Knot – Best of Weddings 2022
- Smart Meetings – Smart Star for Best Golf Resort 2022






# Lodging at Nemacolin

Stay


  
**THE CHATEAU**  
AT NEMACOLIN




Go ahead,  
dream bigger  
at The Chateau.




Stay

  
**FALLING ROCK**  
AT NEMACOLIN


Luxe leisure inspired by the renowned architecture of Frank Lloyd Wright, Falling Rock is a bespoke oasis unlike any other.



Stay

  
**THE ESTATES**  
AT NEMACOLIN

Discover a grand  
getaway like no other.

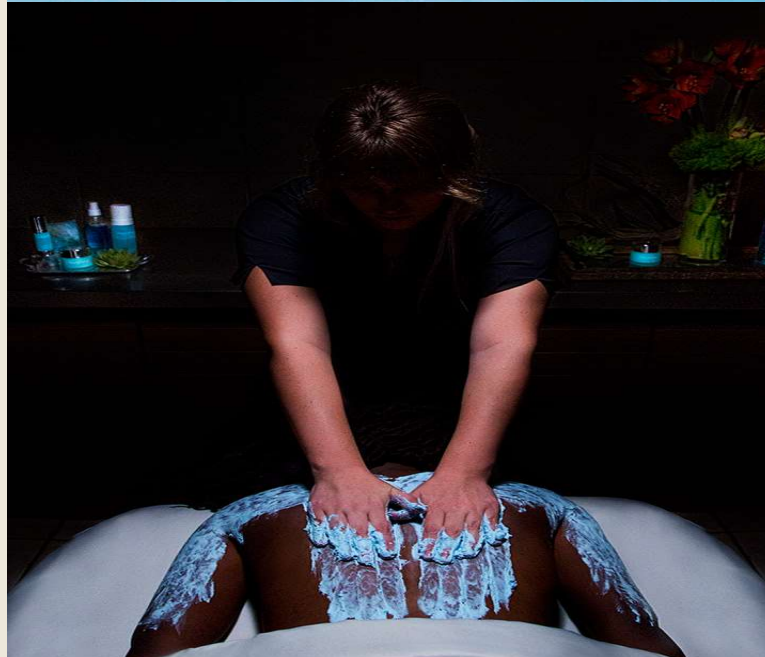
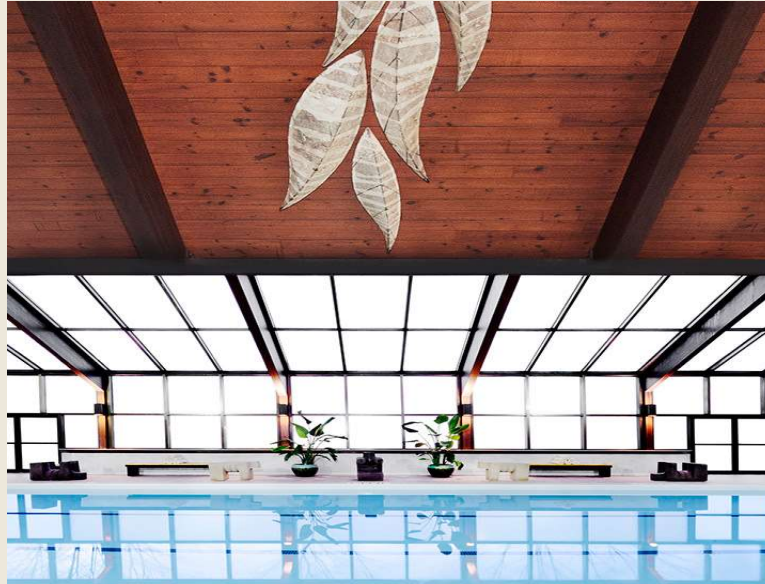






# Amenities

- Woodlands Spa
  - 40 Treatments Rooms
  - Customized Body Treatments
  - Indoor Spa Pool
  - Fireside Lounge
- Holistic Healing Center
  - Acupuncture Therapy
  - Apothecary Program
  - Salt-Water Float Therapy
  - Infrared Light Therapy
  - Cryotherapy
  - NovaTHOR system







# Amenities

- Outdoor Activities
  - Off Roding Jeep Courses
  - Rock Climbing Walls
  - Expansive Ropes Course
  - Mini Golf 18 hole course
  - Backwoods Trail Rides
  - Equestrian Adventures
  - Farm Encounter
- Field Club Activities
  - Shooting Instructions
  - Sporting Clay Course
  - Upland Bird Hunting
  - Archery Academy
  - Fly Fishing Experiences







# Amenities

- Peak Activities Center
  - Year-Round Heated Pool
  - Indoor Axe Throwing
  - Cosmic Bowling
  - Segway Tours
- World Renowned Golf
  - 2 18-hole PGA graded golf courses
  - Golf Academy Training School
  - TrackMan Simulator
  - Catalyst Swing System







# Amenities

- Restaurant Collection
  - Lautrec
  - Aqueous
  - Fawn & Fable
  - Patisserie
  - Barattolo
  - The Peak
  - Paradise Pool
  - Nightcap (Opening 12/23)
  - The Sunset Terrace
  - PJ's Ice Cream Parlor
  - The Bleu Room







# Family Friendly Amenities

- Kids Club
- Kids Club Arcade
- Kids Indoor Pool
- Fallingbrook Mini Golf
- The Carousel
- Summer Tubing
- Equestrian Adventures
- Babysitting Services
- Cosmic Bowling
- Swimming
- Wildlife Academy
- Winter Activities
- Paintball
- Ropes Courses
- Climbing Wall
- Quick Jump







# Resort Renovations



Before

## Grand Lodge

- Complete renovation of 97 hotel keys of the original lodge accommodations



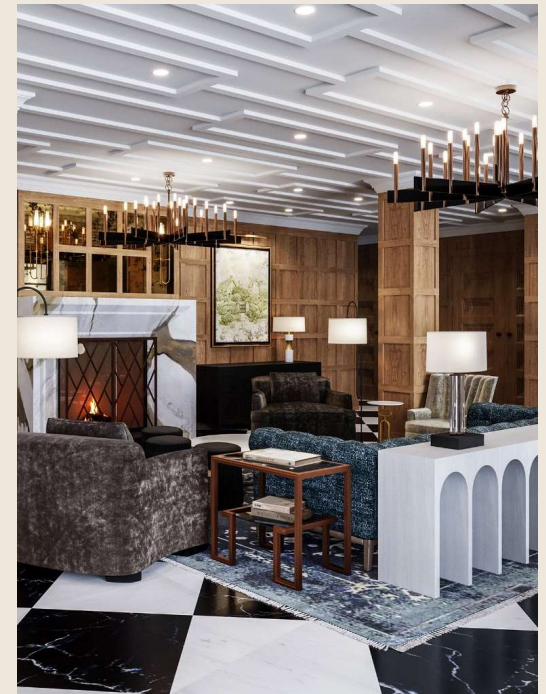
After





# Resort Renovations

The Grand Lodge, part of a multi-phased quarter of a billion-dollar renovation opening on August 26







# Resort Renovations



Before

## The Peak

- New year around pool, cabanas and entertainment stage



After





# Resort Renovations



Before

Nemacolin Golf Academy



After



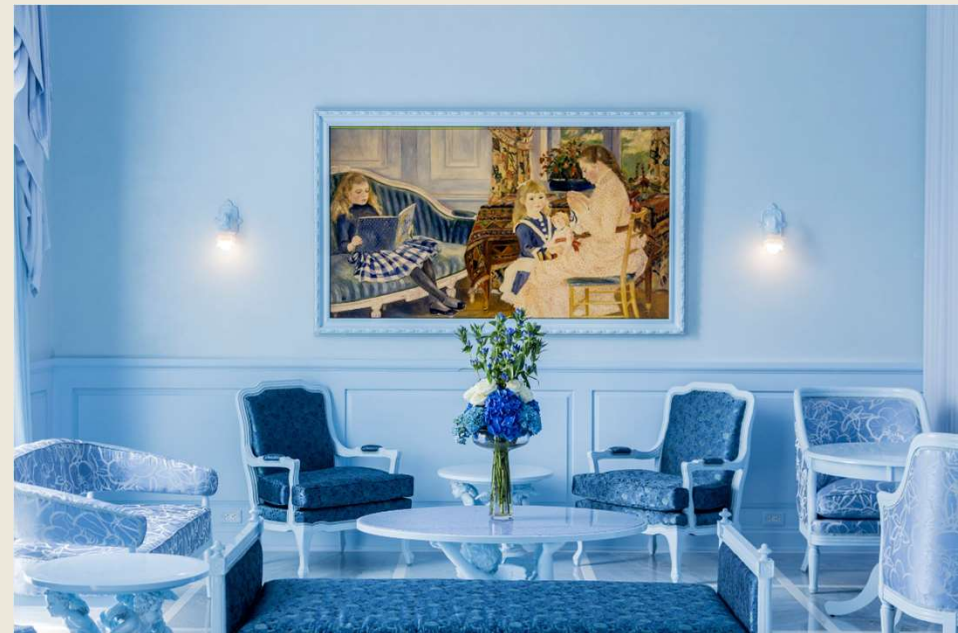


# Resort Renovations



Before

The Bleu Room



After





# Resort Renovations



Before

Mystic Rock – bunkers



After





# Resort Renovations

The Chateau

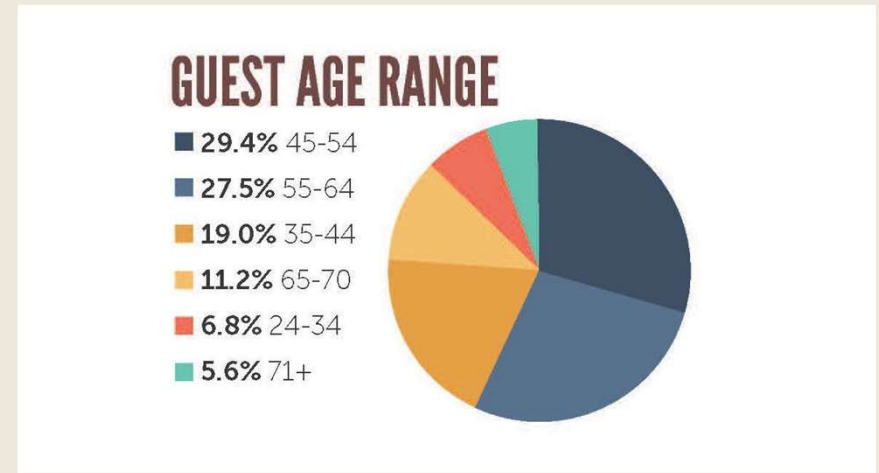
- New solar roof







# Tourism Impact & Area Attractions

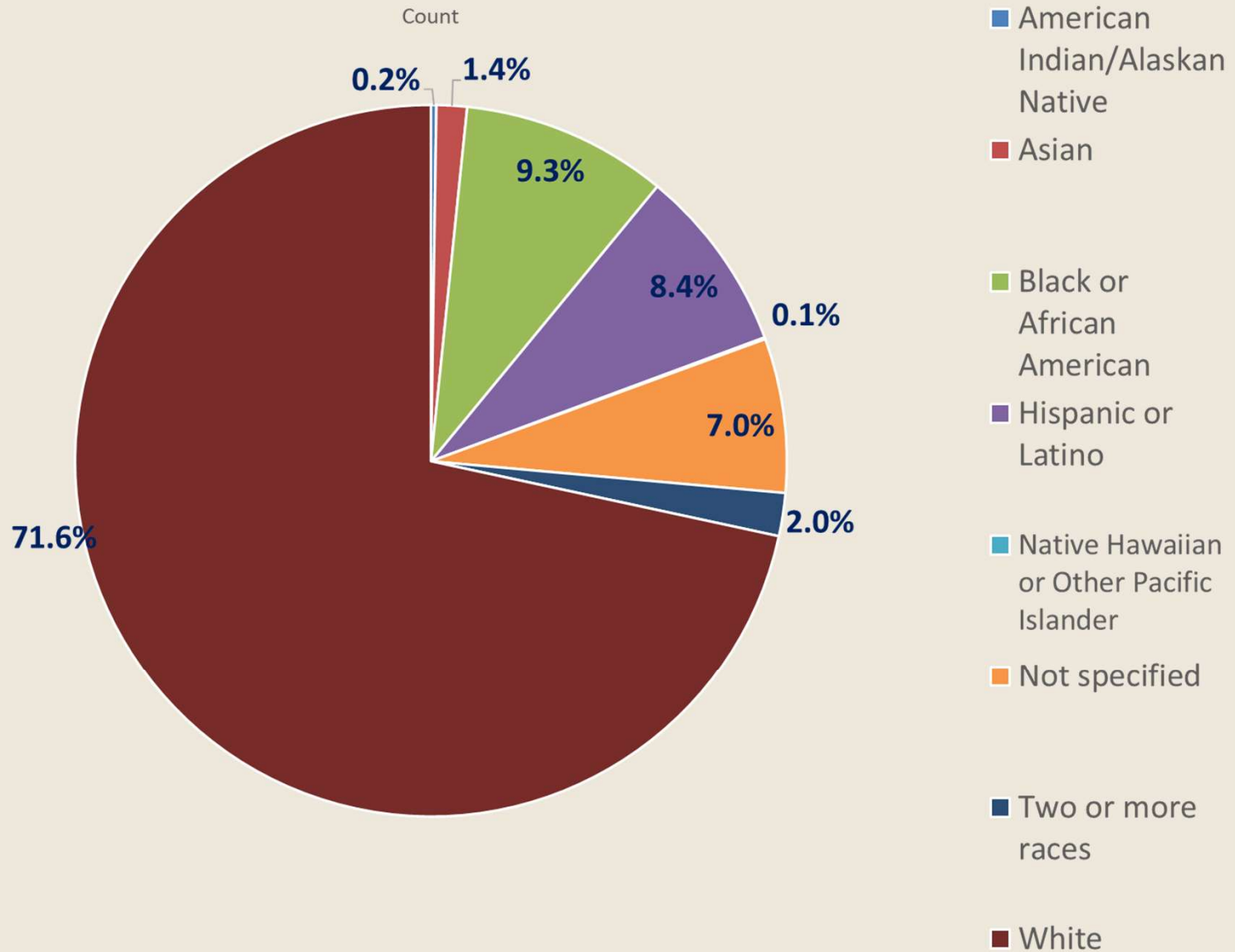


- Average household income \$500,000
- 20% increase in travel Year over Year (2021-22)
- Increase in drive range from 3.5 hours to 6.5
- Median value of guest stay incremental spend of \$3000
- Ohiopyle
  - White water rafting
  - Biking, Hiking
- Fort Necessity National Battlefield
- Braddock's Grave
- Flight 93 National Memorial
- Laurel Caverns
- Frank Lloyd Wright Architecture
  - Fallingwater and Kentuck Knob





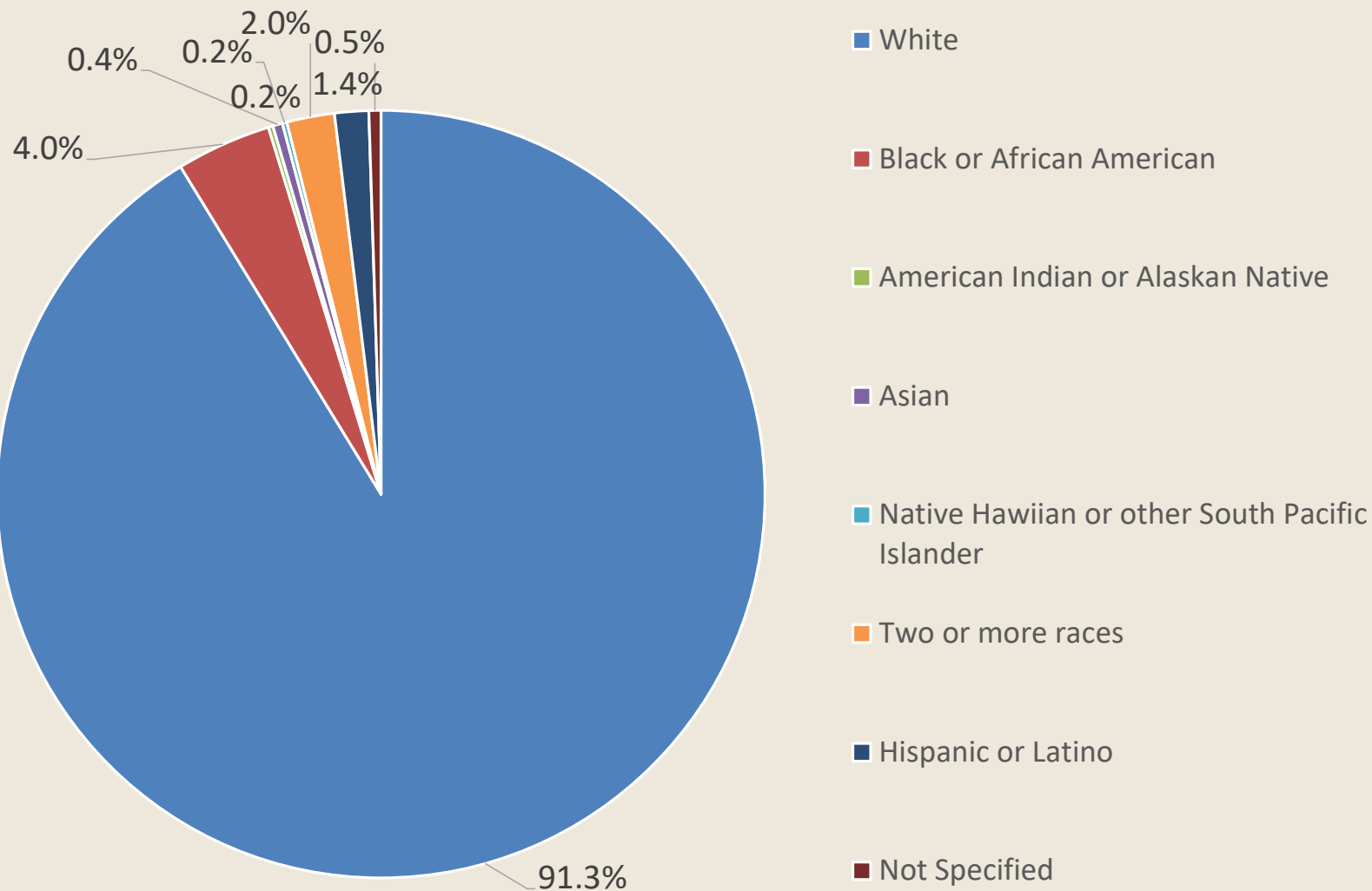
## Nemacolin Woodlands, Inc Employee Demographics - Diversity







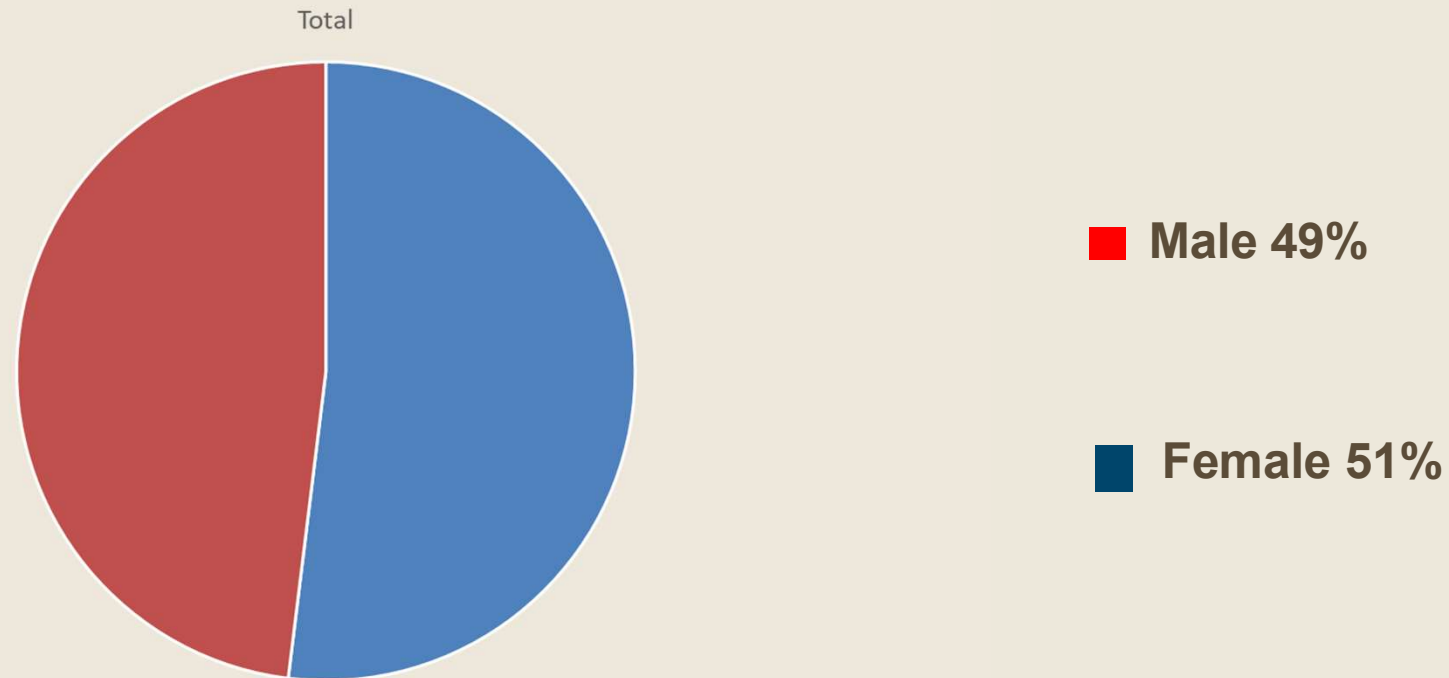
## Fayette County Demographic – Diversity (Census 2022)







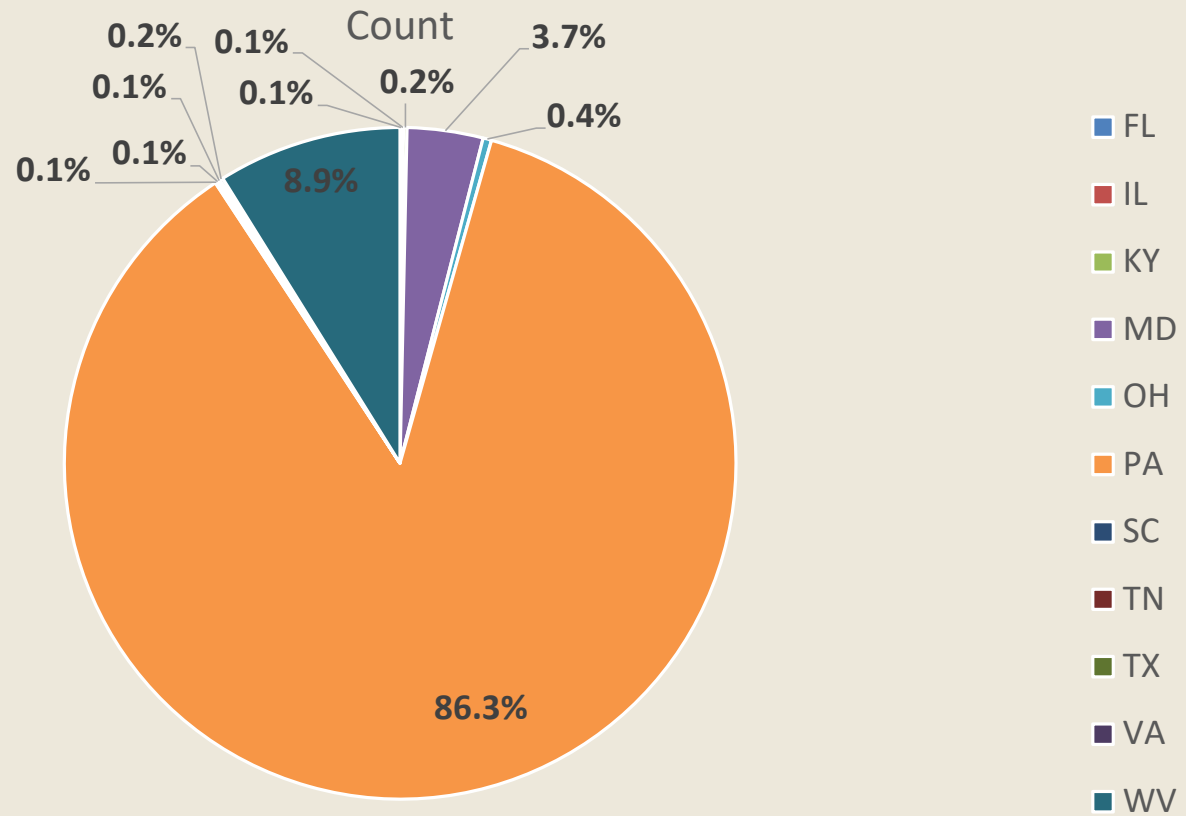
## Nemacolin Woodlands – Employee Demographics Diversity







# Nemacolin Woodlands, Inc. - Team Member Residency







# Community Involvement

- Actively involved in various community organizations, over \$500,000 in donations to date
- Some include:
- Fayette County EMS and Fire Department
- WCCC Educational Foundation
- Big Brothers Big Sisters of the Laurel Region
- Project Bundle UP
- Children's Water Festival
- Juvenile Diabetes Research Foundation - PITT
- Junior Achievement
- Fayette County Fair
- Adopt-A-Highway
- Partner UP Program
- Persad Center
- Pittsburgh Community Food Bank
- United Way Day of Caring
- Slot Voucher Donations







# Casino - Added Amenity to Resort Guests

- Casino Offers Nemacolin guests a nighttime activity
- Casino offers additional food and entertainment option for resort guests
- New transition and renovations are set to create a exclusive experience at the casino to match that offered at the resort for those celebrity and other high rollers who visit the resort



# Lady Luck Casino Facts

- Opened July 2013
- Approx. \$60 million investment
- 600 slot machines
- 26 table games
- Restaurant
- Lone Wolf
- 167 employees







# Casino Renovations Planned 2023-2024

- Planned creation of high roller area
- Reconfiguration of the Gaming Floor
- New Slots layout
- Update to entrance way of the casino



# Casino Local Impact

Over \$9.99M Local  
Share impact since  
open

## Fayette County and Wharton Township (\$ Thousands)

Year	Slot	Tables	Total
<b>FY 12/13</b>	\$ 2	\$ -	\$ 2
<b>FY 13/14</b>	\$ 934	\$ 97	\$1,031
<b>FY 14/15</b>	\$1,168	\$ 108	\$1,276
<b>FY 15/16</b>	\$1,198	\$ 103	\$1,301
<b>FY 16/17</b>	\$1,093	\$ 82	\$1,175
<b>FY 17/18</b>	\$ 564	\$ 94	\$ 658
<b>FY 18/19</b>	\$1,100	\$ 65	\$1,165
<b>FY 19/20</b>	\$ 980	\$ 60	\$1,040
<b>FY 20/21</b>	\$ 785	\$ 45	\$ 830
<b>FY 21/22</b>	\$ 885	\$ 47	\$ 932
<b>FY 22/23</b>	\$ 558	\$ 28	\$ 586
			<b>\$9,996</b>





# Casino Annual Tax and License Revenue

Over \$159M in Tax and Fee Revenues Generated

PGCB Fiscal Year: July-May

## Casino Annual Tax and License Revenue

(\$ Thousands)

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Slot Gaming Tax	\$ 25	\$ 12,490	\$ 15,593	\$ 15,997	\$ 15,958	\$ 14,913	\$ 14,860	\$ 13,102	\$ 10,519	\$ 11,698	\$ 8,998
Table Gaming Tax	\$ 1	\$ 772	\$ 865	\$ 721	\$ 648	\$ 753	\$ 522	\$ 484	\$ 359	\$ 372	\$ 249
<b>Total Gaming Tax</b>	<b>\$ 26</b>	<b>\$ 13,262</b>	<b>\$ 16,458</b>	<b>\$ 16,718</b>	<b>\$ 16,607</b>	<b>\$ 15,666</b>	<b>\$ 15,382</b>	<b>\$ 13,586</b>	<b>\$ 10,878</b>	<b>\$ 12,071</b>	<b>\$ 9,247</b>

Total Gaming Tax \$ 139,901

One-Time Gaming Licenses Fee \$ 12,500

One-Time Category 3 Access Restriction Fee \$ 1,000

Non-Gaming Taxes from Operations \$ 6,170

**Grand Total \$ 159,571**

PGCB Fiscal Year: July – June, 2023 July - May



# Casino Taxes – Non – Gaming Operations

Nearly  
\$6.1M in  
Non-Gaming  
Taxes  
Generated

## Casino Non-Gaming Taxes

(\$ Thousands)

Sales & Use Tax	\$	717
Property Taxes	\$	949
PA Unemployment Tax	\$	1,391
PA State Income Tax	\$	2,290
Political Subdivision Tax	\$	823
	\$	6,170





# Gaming Taxes

(\$ Thousands)

Over \$139M in  
Gaming Tax  
Revenue  
Generated

## Gaming Taxes (\$ Thousands)

Year	Slot	Tables	Total
<b>FY 12/13</b>	\$ 25	\$ 1	\$ 26
<b>FY 13/14</b>	\$ 12,490	\$ 772	\$ 13,262
<b>FY 14/15</b>	\$ 15,593	\$ 865	\$ 16,458
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<b>FY 22/23</b>	\$ 8,998	\$ 249	\$ 9,247
			\$ 139,901



# Casino Purchasing - Local

(\$ Thousands)

Over \$63M  
in Local  
Purchasing

## Casino Purchasing - Local (\$ Thousands)

Year	Non-Construction	Construction	Total
FY 12/13	\$ 347	\$ 20,043	\$20,390
FY 13/14	\$ 1,304	\$ 31,706	\$33,010
FY 14/15	\$ 3,645	\$ 11	\$ 3,655
FY 15/16	\$ 1,588	\$ 24	\$ 1,611
FY 16/17	\$ 1,168	\$ 16	\$ 1,184
FY 17/18	\$ 992	\$ 25	\$ 1,017
FY 18/19	\$ 1,010	\$ 45	\$ 1,055
FY 19/20	\$ 837	\$ 27	\$ 864
FY 20/21	\$ 304	\$ 9	\$ 314
FY 21/22	\$ 337	\$ 6	\$ 343
FY 22/23	\$ 98	\$ -	\$ 98
			<b>\$63,541</b>





# Casino Purchasing – Minority/Women-Owned

(\$ Thousands)

Over \$12M Spent  
with Minority  
and Women  
Owned Business

## Casino Purchasing - Minority/Women-Owned (\$ Thousands)

Year	Non-Construction	Construction	Total
<b>FY 12/13</b>	\$ 565	\$ 534	\$ 1,099
<b>FY 13/14</b>	\$ 534	\$ 1,361	\$ 1,895
<b>FY 14/15</b>	\$ 1,600	\$ -	\$ 1,600
<b>FY 15/16</b>	\$ 1,854	\$ -	\$ 1,854
<b>FY 16/17</b>	\$ 1,386	\$ -	\$ 1,386
<b>FY 17/18</b>	\$ 1,099	\$ -	\$ 1,099
<b>FY 18/19</b>	\$ 1,118	\$ -	\$ 1,118
<b>FY 19/20</b>	\$ 1,021	\$ 5	\$ 1,027
<b>FY 20/21</b>	\$ 669	\$ -	\$ 669
<b>FY 21/22</b>	\$ 562	\$ 3	\$ 564
<b>FY 22/23</b>	\$ 126	\$ -	\$ 126
			<b>\$12,437</b>



# Casino Purchasing – Total

(\$ Thousands)

## Casino Purchasing - Total (\$ Thousands)

Over \$265M in  
Casino  
Purchases

Year	Non-Construction	Construction	Total
<b>FY 12/13</b>	\$ 12,640	\$ 20,578	\$ 33,218
<b>FY 13/14</b>	\$ 3,409	\$ 39,192	\$ 42,601
<b>FY 14/15</b>	\$ 29,373	\$ 53	\$ 29,426
<b>FY 15/16</b>	\$ 28,807	\$ 24	\$ 28,832
<b>FY 16/17</b>	\$ 30,791	\$ 25	\$ 30,816
<b>FY 17/18</b>	\$ 28,223	\$ 39	\$ 28,262
<b>FY 18/19</b>	\$ 22,982	\$ 53	\$ 23,035
<b>FY 19/20</b>	\$ 21,183	\$ 47	\$ 21,230
<b>FY 20/21</b>	\$ 15,082	\$ 145	\$ 15,227
<b>FY 21/22</b>	\$ 12,427	\$ 79	\$ 12,506
<b>FY 22/23</b>	\$ 3,330	\$ 14	\$ 3,344
			<b>\$ 268,497</b>





# Casino Payroll and Benefits

(\$ Thousands)

Over \$88M paid  
to employees

## Casino Payroll and Benefits

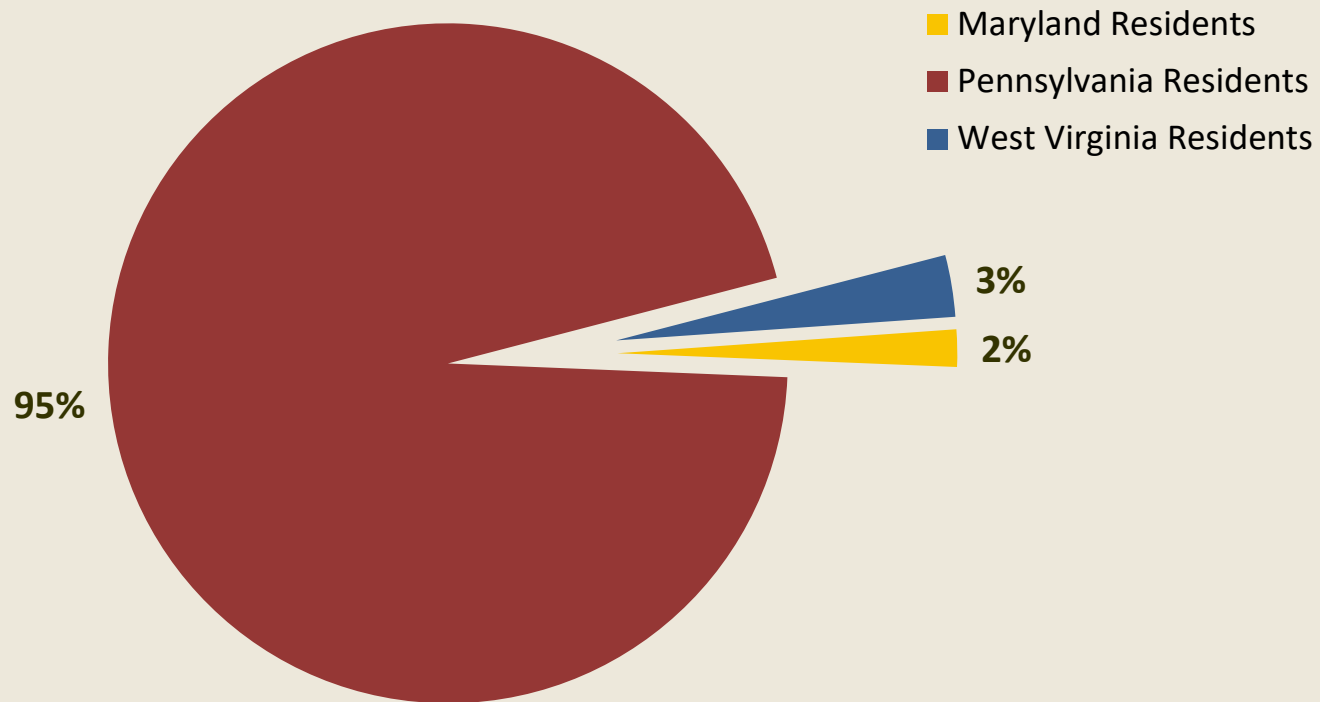
(\$ Thousands)

FY13-FY23

Payroll	\$	73,481.00
Benefits	\$	15,059.00
<b>Total Payroll and Benefits</b>	<b>\$</b>	<b>88,540.00</b>



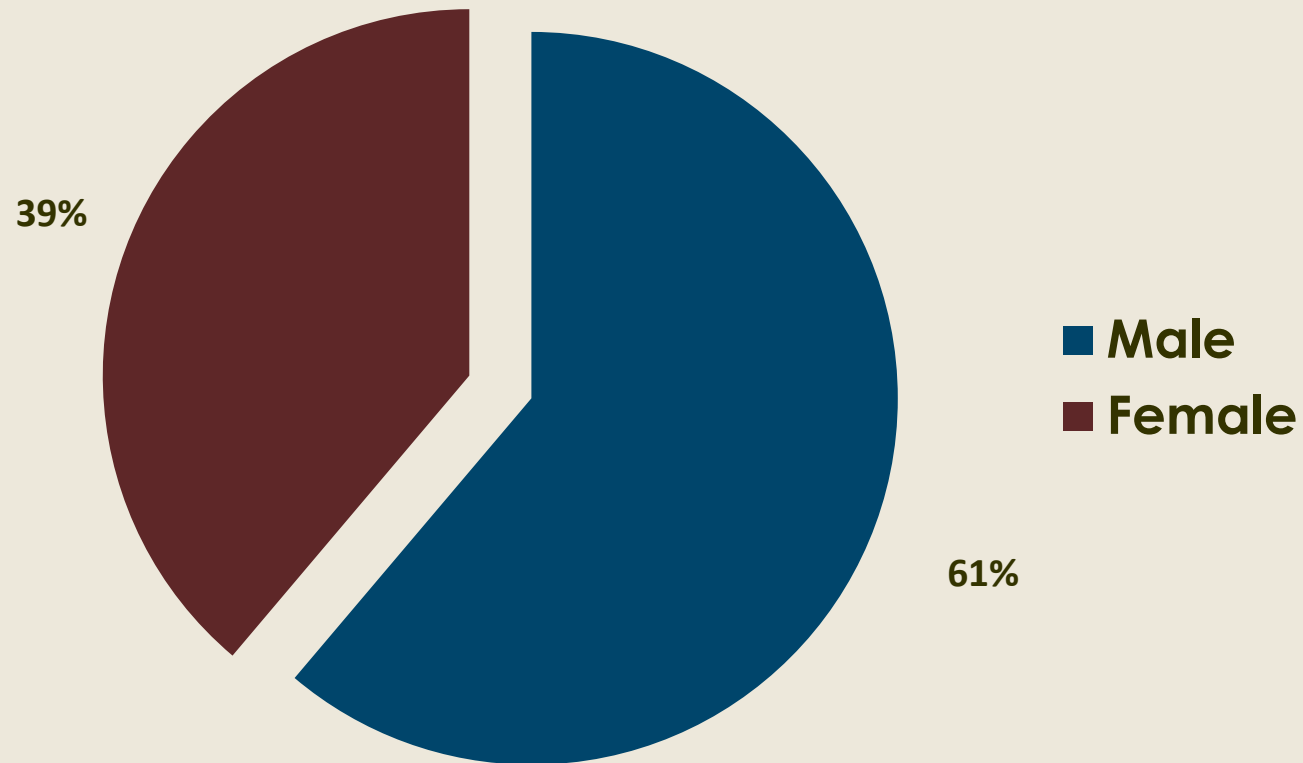
# Associate Residency





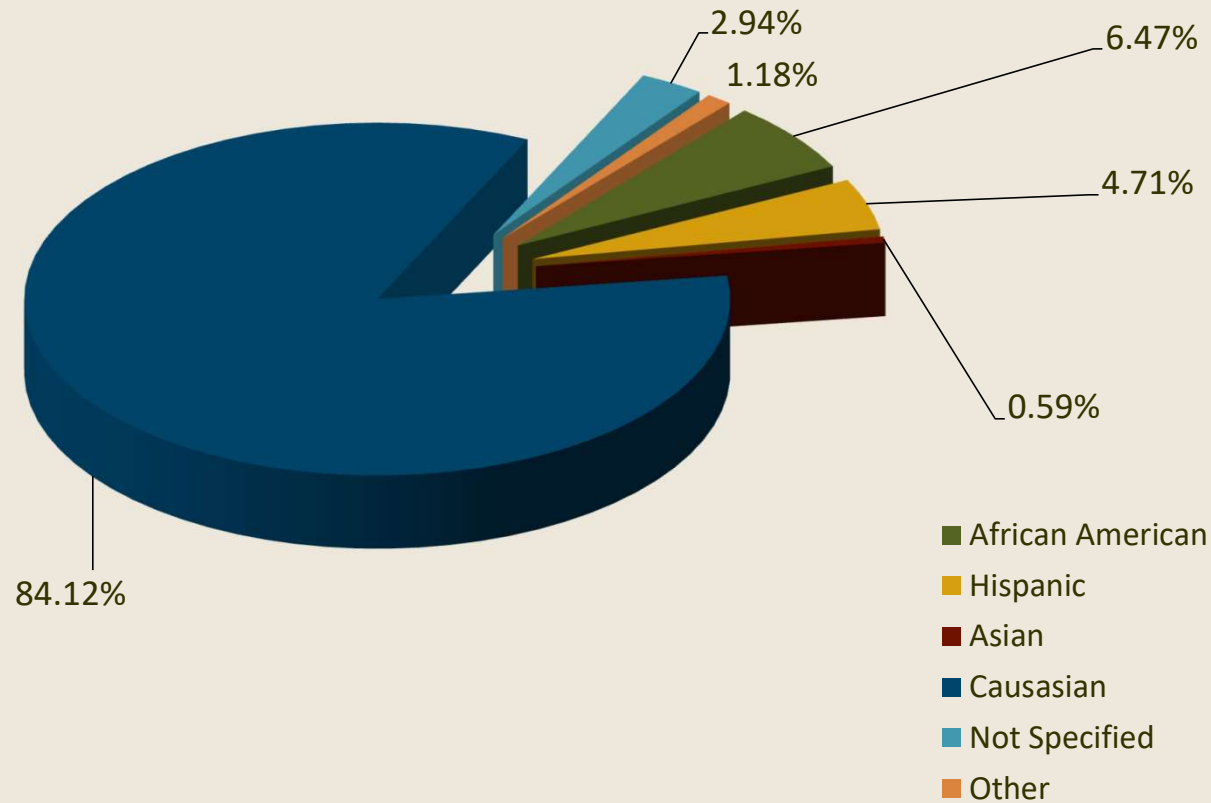


# Associate Demographics - Diversity





# Associate Demographics - Diversity



167 casino associates

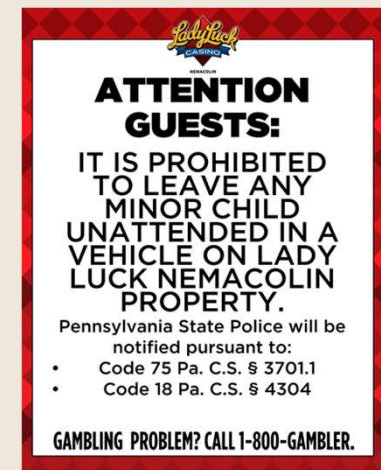




# Enhancements to Compliance

## Unattended Minors

- Parking lot signage targeting unattended minors
  - Added 12 signs throughout parking lot area
  - At least 2 signs must be walked by to get into casino entrance from either parking lot
- Casino floor announcements every hour warning patrons not to leave minors unattended
- Parking lot patrols
  - Implemented security patrol every hour for 15 minutes during open hours
  - Surveillance scans parking lot during closed hours
  - Any property employee eligible to perform patrol
- Surveillance upgrades to parking lots
  - New cables run to parking lot allowing higher data transmission rates
  - Two high definition infra-red cameras moved to cover main parking lot area





# Enhancements to Compliance

- **Targeted departmental training including, but not limited to:**
  - Internal controls
  - Self-exclusion procedures
  - Title 31
  - Acceptable forms of ID/Proper use of Veridocs system
  - Counterfeit bills
  - Emergency evacuation procedures
  - Active shooter training
  - Unattended minor procedure
- **Responsible Gaming Training conducted at orientation, as well as annual refresher**
- **Compulsive and Problem Gaming collateral available at two locations**
- **21 signs posted throughout property**
- **Approximately \$15,000 spend on employee training annually**
  - Printing signage and collateral
  - Reinforcement training
  - Sponsorships/Memberships





# Casino Management Transition

- LLN PA, LLC's service as Woodlands' management company under the Management Agreement was set to conclude on July 1st.
- For a smoother management transition, LLN and Woodlands agreed to a June 26th closing date at which time Woodlands:
  - Hired all employees of Lady Luck Casino that wanted to stay on
  - Hired John Gibboni as the new casino General Manager to replace Merryan Rutherford (who will remain with Churchill)
  - Acquired the assets from LLN necessary to continue casino operations of the business without interruption
- Woodlands also engaged RRC Gaming Management LLC as gaming consultants to advise and assist Woodlands assume and enhance the casino operations.



# RRC Gaming Management Team Biographies

## **Anthony Rodio**

Tony Rodio is a highly accomplished Gaming executive and investor. Tony has served as CEO of four major gaming companies: Tropicana Entertainment, Caesars Entertainment, Affinity Gaming and Great Canadian Corporation. Tony has over 40 years of experience and began his career in Gaming at Harrah's Corporation in Atlantic City in 1980. In 2021, Tony, working with Mack Rossoff and Matt Cole, organized the buyout of Delaware Park Casino and Racetrack in Wilmington, Delaware. In addition to retaining a significant investment in Delaware Park, Tony is an advisor to the Board of Directors and to the Management of the Company. Tony, Mack and Matt founded RRC Gaming Management in 2021, where Tony serves as President.

## **Mack Rossoff**

Mack Rossoff has been an investment banker for over forty years. He has served in senior banking positions at Credit Suisse, Wasserstein Perella, Dillon Read, JP Morgan and Bank of America. Mack is a Gaming specialist and has provided financing, M&A and strategic advice to such companies as Caesars Entertainment, MGM Resorts International, Mohegan Sun and Tropicana Entertainment, among many others. Working with Tony Rodio and Matt Cole, Mack negotiated the acquisition and financing of Delaware Park Casino and Racetrack in 2021, and is an investor in the Company. Mack is a Managing Director of RRC Gaming Management.

## **Matthew Cole**

Matthew Cole has been a gaming executive for over 19 years. He is co founder of P&M Casino Management Solutions which specializes in database, player development, and analytical solutions for casinos throughout North America. Current and past clientele includes but is not limited to Bally's Entertainment, Delaware North, Affinity Gaming, Great Canadian, Tropicana Entertainment, El Dorado Resorts, and Penn National Gaming. Working with Tony Rodio and Mack Rossoff, Matt Cole created the synergy plan for the Delaware Park acquisition and acts as advisor to the board and property management. Matt is a Managing Director of RRC Gaming Management





# New Strategic Direction

**The Lady Luck Casino at Nemacolin will be transformed into a highly successful and profitable operation**

**To realize this potential, RRC and property management will work together to implement a new strategic direction:**

- Renovate the casino to create an attractive amenity for guests in line with the resort experience
- Replenish the slot product to be more competitive with neighboring casinos
- Implement new marketing strategy to rebuild the casino database
- Leverage unused hotel occupancy for casino patrons to penetrate new gaming markets
- Reenergize the casino staff to provide service levels comparable to the resort
- Restore casino to a 7-day operation



# Casino Renovations

New Gaming Layout  
Enhanced Slots  
New Card Tables



Before



After





# Casino Renovations

New Gaming Layout  
Enhanced Slots  
New VIP Area & Entrance  
New Card Tables



Before



After



  
NEMACOLIN  
SINCE 1987



**NEMACOLIN**